

To: Ferraro, Krista[krista.ferraro@ottawa.ca]
From: Gray, Lindsey (SOLGEN)/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=6C67B0CC88BE493C828E48B7EBE20B7C-USHTCHL]
Sent: Tue 2/1/2022 12:46:45 PM (UTC-05:00)
Subject: RE: Follow up Call re: Operational Decisions

Hi Krista,

I've had a chance to review your policy manual regarding major events as well as the board-chief relationship, and I've included a few extracts from the Morden report for our discussion:

- Consultation between a police board and the chief of police is the main process through which the police board can engage in an assessment of the adequacy and effectiveness of the policing services which have been or will be provided. The overall purpose of a consultation between a police board and the chief of police is to identify the elements that are required for the police service to deliver adequate and effective policing within the municipality. Sometimes, this consultation will take place before a particular police operation or event. The police board can use the information to provide further guidance to the police service by creating policies that will frame the operation or event and assist in the achievement of identified outcomes. This consultation can also take place after a particular police operation or event and will take the form of deconstructing what happened and why, which can identify valuable lessons and lead to accountability for the decisions that were made

Morden's Consultation Protocol

- **First element** – Information exchange between the Board and Chief of Police: a reciprocal information exchange between the Board and Chief of Police must exist to ensure that each obtain information relevant to their respective roles. With this exchange, the Board will be provided with operational information that will inform its policy-making function and the Chief of Police will have an opportunity to provide his or her views on policy options the Board is considering. With this exchange, both policies and operations may be adjusted to address changing circumstances. Where sensitive law enforcement matters are concerned, the Board should resort to the appropriate statutory measures to maintain confidentiality of information where appropriate.
- **Second element** – Identifying the "critical points": The Board should seek specific operational information from the Chief of Police where a "critical point" arises. These are policing operations (e.g. gun and gang operation), events (e.g. international summit of world leaders), or organizationally significant issues (e.g. the use of Conducted-Energy Weapons, or TASERS, by the police) for which advance approval at the Toronto Police Service's highest levels of command is required.
- **Third element** – Board collaboration in defining the 'what,' but not the 'how,' of an operation: The Board should use the operational information it obtains from the Chief of Police to determine what the (service's) overall objectives and priorities will be for a particular operation, event, or organizationally-significant issue. With these established, the Service can create specific operational plans that will outline how the policing mission and objectives will be achieved. The Service must always maintain its autonomy to make and execute particular decisions during the operation. The Board should review the Service's operational plans to ensure they are consistent with the mission or objectives stated by the Board and that they have the benefit of an adequate policy framework.

In the context of recommendation 25 from Morden's report, I'm also interested in discussing how aspects of different board policies may work together [example paragraph 3(b) of BC-1], and whether there is sufficient clarity on the how information is to be shared in the outline of CR-17 around major events. I'm not suggesting there are any issues, I'm just interested to understand how it's been playing out in practice and whether this is getting to some of your questions from yesterday.

Recommendation No. 25

The Board should develop an information sharing policy for major events The Board should develop a specific information-sharing policy tailored specifically for major policing events. The policy should include a direction concerning the manner and frequency in which the information should be provided to the Board. Under this policy, the Chief of Police would be required to provide the Board with information, at the earliest possible opportunity, with respect to the following matters, at a minimum: the nature of the event; the policing, security and other entities involved in planning the event; whether the Police Service is taking planning or operational direction from another entity; information about Police Service's proposed priorities and objectives; the need for any requests for legislative change to accommodate the

Police Service's policing of event; and information about specific policing strategies or techniques that may be used during the event itself.

I'll leave it there for now and look forward to discussing further shortly.

All the best,
-Lindsey

From: Ferraro, Krista <krista.ferraro@ottawa.ca>
Sent: February 1, 2022 9:32 AM
To: Gray, Lindsey (SOLGEN) <Lindsey.Gray@ontario.ca>
Subject: RE: Follow up Call re: Operational Decisions

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Thanks *

From: Gray, Lindsey (SOLGEN) <Lindsey.Gray@ontario.ca>
Sent: February 01, 2022 9:30 AM
To: Ferraro, Krista <krista.ferraro@ottawa.ca>
Subject: RE: Follow up Call re: Operational Decisions

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From: Ferraro, Krista <krista.ferraro@ottawa.ca>
Sent: February 1, 2022 9:29 AM
To: Gray, Lindsey (SOLGEN) <Lindsey.Gray@ontario.ca>
Subject: RE: Follow up Call re: Operational Decisions

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Absolutely – no problem. Sometime between 2-4pm?

From: Gray, Lindsey (SOLGEN) <Lindsey.Gray@ontario.ca>
Sent: February 01, 2022 9:28 AM
To: Ferraro, Krista <krista.ferraro@ottawa.ca>
Subject: RE: Follow up Call re: Operational Decisions

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Would you mind if we reschedule to this afternoon?

Let me know what you think.

All the best,
-Lindsey

-----Original Appointment-----

From: Gray, Lindsey (SOLGEN)

Sent: January 31, 2022 5:33 PM

To: Gray, Lindsey (SOLGEN); Ferraro, Krista

Subject: Follow up Call re: Operational Decisions

When: February 1, 2022 11:00 AM-11:30 AM (UTC-05:00) Eastern Time (US & Canada).

Where: Microsoft Teams Meeting

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